

## Department of Public Defense "Military Division Purchasing"

## Kaizen Event Report Out

"STRUCTURED CHAOS" August 2-6, 2010

## **The Opportunity**

By: Duane Jamison Project Sponsor



#### "Structured Chaos" Team Members

Shari



Jim Vanderwielen-Comptroller office, Rod Bienfang- Facilities Mgmt, Matt Pitstick-DPW, Eric Challen-Facilities, Connie Hulse- Acctg, Shari Motis-Admin, Paula Zamora-IT, Mike Rohlf-IDED, Joyce McIntire-Purchasing, Beckie Barker-Budget, Cindy Sanger-Contracting, Ned Fry-Facilities



## Scope Cindy

This event will address the purchasing of materials and services in the military division of the Department of Public Defense from the time a valid need is determined to the time the obligation document arrives in the accounting section.



#### Goals

**Matt** 

- 1. Reduce lead time by 50%.
- 2. 90% of obligations arrive before invoices.
- 3. Reduce the number of confirming orders occurring prior to the obligation document by 50%.



#### **Objectives**

**Connie** 

- 1. How to better keep the customer involved (customer service call backs)
- 2. Make the process more efficient
- 3. Better understand the overall process
- 4. Better communication
- More transparency in the process-know where it is in the process

Continuous Improvemen

#### **Objectives**

**Eric** 

- 6. Consistent, stable process
- 7. Create a clear definition of "emergency"
- 8. Create a clear definition of "routine"
- 9. Create a clear definition of "rush"



#### Kaizen Methodology

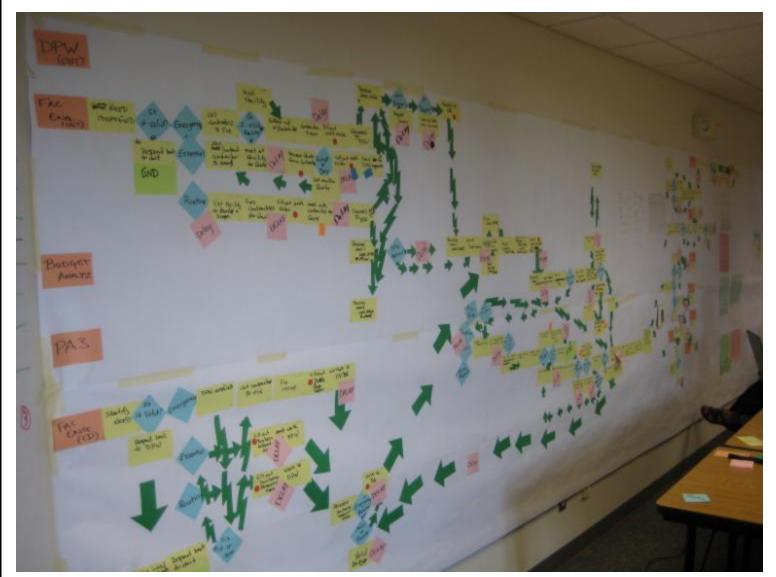
#### **Mike**

- Clear objectives
- Team process
- > Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S "mindset"--use the steps to support the event activities
  - Sort, Set in order, Shine, Standardize, Sustain



## **Current Process**

Jim





#### **Brainstorming**

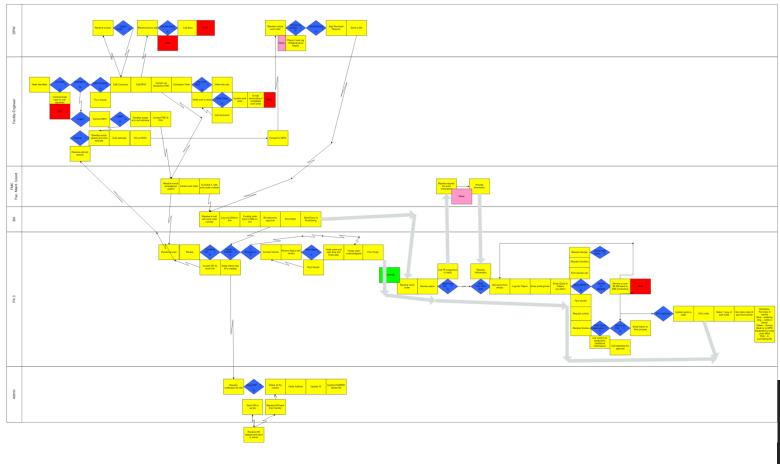
#### **Paula**

- Standard definition of "Emergency"
- > SOP's
- Scope of work checklist
- Use blackberries or another tool to do work orders in the field
- Tracking logs
- Placing no orders until W9 is received



#### **New Process**

**Beckie** 





#### **Results**

#### Joyce

	Current	New	
Total Steps	116	112	
Total Delays	37	11	
Value Added Steps	4	4	
Decisions	40	34	
Loop Backs	5	5	
Total Handoffs	18	10	



#### **Homework**

#### Rod

Item	Item Description	Person Responsible	Due Date
1	Expand view of dates that come to Purchasing – more than just "print" date What dates are necessary? Audit field is printed	Beckie	8/13
2	Availability of FE's to do work orders on more than just Fridays (remote access to Filepro)	Matt	10/29
3	Forward documents from Dim-online to FilePro	Paula	12/30
4	Contractors-Pull from ID list approved by state with a TIN #	Rod	9/30
5	Work order in lieu of CDFM27PRF	Rod	9/30
6	Future state-quote requests-Matt write approval or "quote only"	Matt	8/13
7	Clear definition of when W-9 requests are necessary	Shari	8/31
8	Use prior project costs for future costs-educate FE's on this	Rod/Matt	9/30
9	Automate purchase request form	Paula	10/8



## **Team Member Experience**

**Paula** 

**Joyce** 

Rod



#### **Comments**

 Mike Rohlf, Dept of Economic Development



# We welcome your questions and comments!

